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It is recommended that:

The Directors of Personnel and Training together with representatives from operating components take a fresh look at the over-all problem of clerical usage and make recommendations for a more effective system. This should be followed by an OTR reassessment of the clerical training program.

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We fully agree with this recommendation. More precise and realistic appraisals should be made as to actual requirements for both speed and quality of shorthand and typing.

There are many cases where supervisors insist on stenographic skills but, in fact, use them little if any. In an even larger number of cases, stenographic skills less than the required 80 WPM would be quite adequate.

It is recognized, of course, that clericals must be brought on to the payroll on a provisional basis during which time testing and training is obviously logical, but even here more specific advice and more realistic statements of needs by the operating offices should improve this program.

Additional training within the office of assignment is essential and could undoubtedly be improved in most offices.

It is suggested that a training program be developed to prepare for the advancement of clerical personnel to administrative or other more responsible positions.

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It is recommended that:

(a) DTR adopt for headquarters administration and career planning purposes a designation of [] that adequately reflects the scope and purpose of this intelligence training center.

(b) DTR adopt a three-year tour of duty as standard practice for instructors and schedule replacement at the rate of one-third of the instructor staff annually.

(c) DTR redesignate his Overseas Training Staff to better reflect its expanding function as a clearing house for training doctrine; that its role as a depository and an editorial and coordination staff be negotiated with the Directorates and publicized, including preparation and dissemination of bibliographies under the various security limitations that may apply.

(d) Curator, Historical Intelligence Collection, collaborate with Chief, Operations School/OTR, to develop and publicize a working collection of open intelligence literature [] which will fully reflect the existence and capabilities of the principal collection at headquarters.

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(e) DTR experiment with the concept of a board of overseers composed of senior grade professional officers as a means to improved communication with and indoctrination of consumers, and to promote the development of more effective policies on curriculum and enrollment.

(f) The DD/P establish in his office a position of DD/P Training and Doctrine Officer having responsibility and authority for the formulation and implementation of Clandestine Service training policy and the development of operational doctrine.

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We generally concur in this recommendation although most of it is concerned with matters outside the responsibility of OSI. The general idea of developing into a kind of intelligence academy is, we think, the desirable objective.

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Approved For Release 2005/03/29 : CIA-RDP65-00005R000100030092-0

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It is recommended that:

The courses on International Communism be given wider publicity and offered to the personnel of other agencies.

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Agree. In view of the extensive cooperation that has been received from other agencies of the Government, such a policy would be appropriate reciprocity, serve the interests of good public relations and possibly improve the rapport between services. In addition, the competence of the School of International Communism could be more effectively maintained and perhaps even improved by such new participation.

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It is recommended that:

- (1) DCI issue instructions that Agency Regulations be amended by adding new provisions (a) directing the Deputy Directors to identify the categories of employees for whom specified degrees of language proficiency are required and to tie these standards of proficiency into promotion practices, and (b) directing the Deputy Directors to identify those positions, or that proportion of positions, in each overseas station that may be filled only by individuals who possess, to the degree specified, the language commonly used in the general area of that station.
- (2) DCI issue instructions that Agency Regulations be further amended to make language proficiency testing, according to Agency standards, mandatory for all employees who are required to have language skill.
- (3) DD/P direct that in all long-range operational planning the implications with respect to possible radical change in requirements as to the nature or extent of language capabilities be carefully considered and that the conclusions reached be regularly and promptly communicated to the DTR.
- (4) DD/P give clearer recognition to the necessity for developing in larger numbers than at the present rate linguistically qualified area specialists.
- (5) The Deputy Directors take such measures as may be necessary to cause all staff employees under their jurisdiction who claim language competence to submit to the Office of Training tests at the earliest practicable moment.
- (6) DD/P consider the advisability of placing directly on the division chiefs the responsibility for all scheduling of language training for personnel in the division and for monitoring the timely carrying out of the language training thus scheduled.

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We concur in some of these recommendations; however, we have reservations on (1) and (2). Within OSI the objective of meeting specific language needs is standard policy. Other considerations sometimes have prevented achievement of this goal, particularly when a variety of talents and competence may be needed even more than language competence.

With reference to (5), we believe that a first and better step should be a re-survey of self-evaluations of language competence to update the existing records. Testing could then be limited to those claiming specific competence in the new survey. This procedure could avoid considerable unnecessary cost and the personal displeasure of many people who now would resist being tested on the basis of earlier statements. Further, it hardly seems worthwhile to test claims of elementary level competence.

It is also suggested with a view to larger range considerations that it may be possible with better identification of language needs to tie in some of the language requirements with the JOT selections and their pre-Agency education.

Note: In view of the concern over the drying up of native fluency in the various needed languages, it is suggested that attention be given to the development of a cadre of the most gifted linguists who may provide a reservoir of in-house competence to serve as instructors for future needs.

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It is therefore recommended that:

The DD/P, as well as the DD/I and DD/S, strongly recommend to their division chiefs, assistant directors and other senior officers that they familiarize themselves, through attendance thereat, with the contents of the Introduction to Overseas Effectiveness course.

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OSI concurs in this recommendation and is willing to have senior participation.

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It is recommended that:

(a) The DCI establish as Agency policy that all junior professional officers enter Agency employ through the JOTP.

(b) The DTR establish a JOT Selection Panel composed of line officer representation from the three Deputy Directorates together with appropriate representation from the Office of Personnel and Training. The Chief, JOTP, should chair the panel.

(c) The DTR should give consideration to the feasibility of the use of outstanding public citizens in the panel selection process recommended above.

(d) The DTR arrange for the participation on a rotational basis of line officer representation from the three Deputy Directorates in JOTP placement panels.

(e) The DTR together with the Director of Personnel take steps to eliminate prejudices that have arisen which tend to assign second class status to DD/S and DD/I careers.

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We concur in general with these recommendations. The merit of (c), however, is not immediately apparent and should perhaps be investigated further. While we do not question the merit of the JOTP concept, we do question a rigid policy such as might be developed under (a). The JOTP is costly and current standards are, we believe, unnecessarily rigid for some needs. Also, some flexibility must be retained for Office Heads to meet special needs. (See also comment on recommendation - page 100.) We would especially endorse (d) and (e). On this general topic of the JOTP, OSI recommends that provisions be made to resolve the scientific pay differential not presently available for JOT's. This pay differential is necessary in order to be competitive with industry in the recruitment of bachelor and master graduates. In spite of repeated appeals on the part of OSI, no JOT has been assigned to OSI for the past five years; consequently, OSI is at the present time undertaking its own junior officer trainee program.

Further, it is urged that JOTP make more effort to guard against the concentration on region and schools. Some of the dangers of this type of inbreeding are brought out in the report, and it is believed that this could be more serious and far reaching even than indicated. While it has been reported that returns have always been small from recruiting efforts in certain sections of the country such as the South, it is also true that a far less effort has been made.

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It is recommended that:

(1) The DD/I direct that the recruitment and initial training of junior analysts be accomplished through the JOTP; that increased emphasis be placed by the Agency's recruitment facility on the recruitment of JOT's with academic backgrounds suited to DD/I needs; that ORR and other specialists recruitment be phased down as production of JOT's increases and generally limited to senior analysts at the Ph. D. level.

(2) The DD/I and the DD/P initiate a test program for the rotation of qualified DD/I professionals to the DD/P to serve as reports officers with part of the tour to be spent overseas, DD/P reports officers in turn to rotate to the DD/I for training and experience in the evaluation and use of intelligence reporting. *

(3) Advanced external training for analysts be phased somewhat later in the career pattern, perhaps after the fifth year of duty, to permit maximum play of JOTP and other intelligence preparation during the apprenticeship period.

*Note: A similar recommendation was made in the Inspector General's survey of the Far East Division, DD/P, dated June 1958. The lack of recognizable progress in this important effort impels us to repeat the recommendation here.

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We concur in general with recommendation (1) though urge that this concept not be enunciated too quickly or totally. Some flexibility must be retained particularly in the scientific and technical fields where rapid and unanticipated developments have become commonplace. (See also comments on page 92.)

We concur in (2) and reiterate that implementation of this concept has been retarded to date primarily by the DD/P. OSI has made many efforts to develop rotation and cross-fertilization with various elements of the DD/P, and in recent years an average of about four professionals detailed to the DD/P. In addition, there have been a number of transfers to the DD/P from OSI, but only two reverse cases can be recalled at this time.

In addition to the suggested assignment of DD/I personnel as Reports Officers, interchange with requirements staffs and many other staff positions could undoubtedly be achieved including service as



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It is recommended that:

a. The DTR be specifically charged with the responsibility of determining under whose auspices non-OTR training will be conducted and,

b. Pertinent Agency regulations be amended accordingly.

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While we appreciate the objective of this recommendation, we are concerned that no very rigid regulations be issued that would preclude any given office from conducting training for its own people that it may be uniquely qualified to do. A situation should be avoided where controversy may be developed between DTR and the operating offices. Collaboration is, of course, desirable, but it is felt that final decision and authority may most appropriately in certain cases rest with the operating official.

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It is recommended that:

DTR review the training records of employees in professional categories who resigned from the Agency during FY 1960, or longer if necessary, to determine if a more definitive policy governing external training is required.

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Insofar as OSI is concerned, we doubt that such a study would produce useful results. Further, we are skeptical of the proposal's value even on an Agency-wide basis. If, however, it should be decided that the study be made, we would suggest that results be compiled by career services and professional categories. We believe that such breakdowns may be useful, and that a more meaningful analysis could be made. It is also considered possible that factors affecting the different professions may be significant; particularly, we think this may be true in the case of scientific officers.

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It is recommended that:

a. The DCI authorize the establishment of senior grade positions for selected Training Officers at the Assistant Director or DD/P Division Chief level with job qualifications designed to ensure the effective performance of proper training functions.

b. The DTR initiate an amendment to [] which more clearly describes his responsibility to render only advice, guidance and support to the on-the-job training effort.

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We do not believe that the desired objective will be accomplished by (a) of this proposal. It seems unlikely that the proposal will adequately compensate for the delinquency in command.

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It is recommended that:

The DCI authorize and direct the establishment of a mid-career training course for officers at the GS-12 and -13 level in order to prepare them for broader responsibilities particularly in the field of command, to refresh their motivation in the intelligence service and to broaden their understanding of the interrelationship of Agency functions.

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We endorse this proposal. The rationale developed in the report is interesting and persuasive. In view of the fact that the offices who will be involved in this program constitute extremely important and key element in the production and operations of each office, it will have to be recognized that temporary setbacks may have to be accepted. For these reasons it will probably be necessary to implement this program by direction.

Within OSI, we believe that the grade levels, GS-13 and 14, would be more appropriate in view of the generally higher grade level.

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It is recommended that:

The DCI authorize and direct that a senior officer program be established to develop more officers capable of formulating and evaluating comprehensively policy concerned with intelligence in the U. S. Government generally in keeping with the outline described above.

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We believe that this program is especially important in view of the very limited number of senior officers who have had broad experience in intelligence. The majority of the incumbents of senior positions have come up through the ranks of their present component. At this stage of the Agency's development and for its future success, we believe it is urgently important that such a program be implemented.